



THE NEW ZEALAND ARMY

STRATEGIC VISION

SERVING NEW ZEALAND

INTO THE 21ST CENTURY

AND BEYOND

March 1996

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1996

NZ Army Strategic Vision

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Introduction by the Chief of General Staff

Throughout New Zealand's history the Army has provided the nation with a force of professionals who have excelled in whatever arena they have operated; both within New Zealand and overseas.

Although the 'Cold War' has ended, the world is still experiencing considerable instability.

International spotlight

The Army has provided forces to serve with several United Nations commitments around the world.

These have placed the Army in the international spotlight proving again the New Zealand soldier is highly adaptable and professional.

This reputation will no doubt ensure that the NZ Army will be called on to provide personnel for future United Nations or other coalition forces, should the need arise.

The Army's planning process into the 21st century is concerned with how the NZ Army intends to remain capable of achieving its mission in an ever changing environment.

Changing circumstances

The Army continues to change to remain relevant and meet the challenges of changing strategic circumstances, technologies and national transitions.

It is against this background that I am introducing a NZ Army Strategic Vision document.

This document will communicate to all New Zealanders, the importance and relevance of the Army to the nation.



Major General PIERS REID, CBE
Chief of General Staff

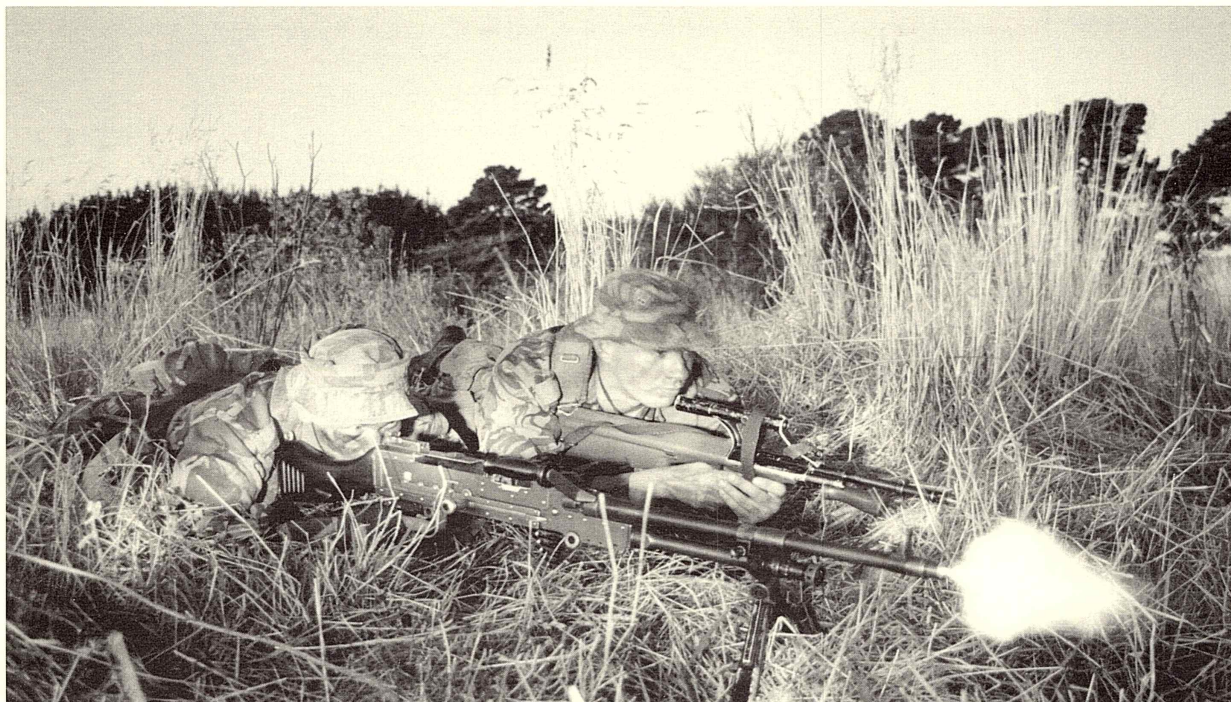
It will illustrate that the Army is committed to making effective and efficient use of its resources and is dedicated to all its personnel, whether they be Regular Force, Territorial Force or Civilian employees.

During the past few years the Army has undergone some major rebalancing of its force structure and operational focus in response to changes in New Zealand's strategic orientation.

Credible contribution

The Army is now an operationally orientated, light infantry force committed to making a credible contribution to New Zealand's security objectives. In order for this commitment to continue the Army must always focus on achieving its mission, not only at the current time, but in the future as well.

NEW ZEALAND'S STRATEGIC ENVIRONMENT



The New Zealand Government's strategic defence policy is the fundamental determinant of the Army's capabilities. It is the basis for the size and shape of the Army, for the nature and extent of the Army's capabilities and for the activities it needs to undertake to produce the tasks required.

The current general statement of the Government's defence strategy for New Zealand is contained in the **White Paper: The Defence of New Zealand 1991 - A Policy Paper (DONZ 91)**. This paper states that New Zealand's strategy is one of *Self-Reliance in Partnership*.

Self-Reliance in Partnership is defined in DONZ 91 as:

To protect the sovereignty and advance the well-being of New Zealand by maintaining a level of armed forces sufficient to deal with small contingencies affecting New Zealand and its region, and capable of contributing to collective efforts, where our wider interests are involved.

This strategic option acknowledges the breadth of our defence concerns. It links the need for self-reliance in han-

dling immediate national tasks with those broader interests shared in partnership with Australia, the South Pacific and countries beyond, without attempting to predict the likelihood of any particular contingency.

The core business of the New Zealand Defence Force is to provide a credible minimum defence force which contributes to the national security.

Defence tasks

There are four directed Defence tasks the NZ Army could be required to respond to. They are:

- Very low level threats to New Zealand and its immediate environs.
- Conducting and supporting low level operations in the South Pacific.
- Deploying and supporting force elements to assist the Australian Defence Force in countering threats to Australia.
- Contribution to defence alliances, regional security and collective security operations wider afield, including South-east Asia.

TODAY'S ARMY

Recognising these tasks, the Army has a structure that is designed to provide:

- A flexible range of forces, held at a high state of readiness, from which the Government could select a contribution to a combined, coalition or collective force, for example a United Nations peace support mission. These forces are also able to contribute to civil defence tasks, both within New Zealand and the South Pacific.

- A readily deployable Regular Force, light infantry orientated battalion group, which can respond, either wholly or in part, at short notice, to lower level contingencies or is able to serve as a New Zealand contribution to an allied force.

- A light infantry orientated brigade group, available given a longer period of warning, to protect against more direct threats should they arise in the future. This formation level capability includes both Regular and Territorial Force personnel.

To achieve these force structure capabilities, the Army is based around two interdependent force groupings.

1. Deployable Combatant Forces

These forces provide the deployable elements to any operation the Army is

requested to undertake. They include elements from :

- The Combat Force of Infantry, Armour, and Special Air Service Units.
- The Combat Support Force of Artillery, Air Defence, Engineers, Communications and Intelligence Units.
- The Combat Service Support Force of Transport, Medical, Supply, Repair and Recovery, Welfare and Administration Units.

2. New Zealand Based Support Forces

These New Zealand based units are responsible for :

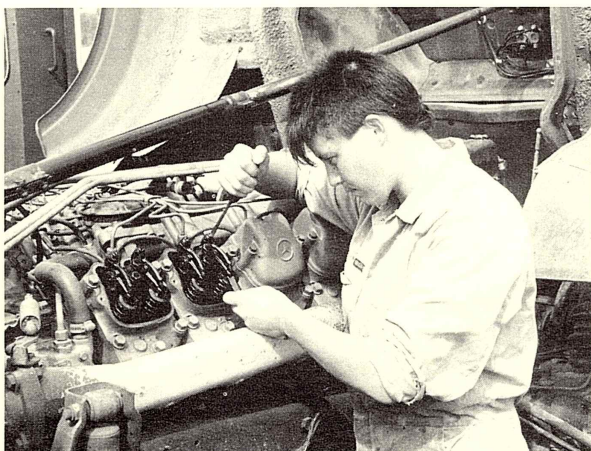
- Recruiting
- Training
- Equipping and maintaining

The Army's force groupings combine to provide the following functions:

- Conducting Direct Combat Land Operations.
- Providing Air Defence for Land Forces.
- Providing Field Indirect Fire Support for Land Forces.
- Providing Intelligence for Land Forces.
- Providing Combat Service Support for Land Forces.
- Providing Mobility and Counter Mobility for Land Forces.
- Providing Command, Control and Communications for Land Operations.

The Army also provides other services such as:

- The Provision of Military Advice.





- Contributing to Peace Support Operations.
- Training Assistance in the Region.
- Emergency Services.
- Ancillary Services.

As a result of a new Government defence policy, as laid out in DONZ91, the Army has undergone a major rebalance of its force structure and operational focus.

The Army is now:

An operationally-orientated light infantry team of integrated Regulars, Territorials and Reservists with structural and operational capabilities which are credible, affordable and sustainable, which have a ready, balanced and flexible utility in any level of conflict, and which are deployable and interoperable with the Royal New Zealand Navy, Royal New Zealand Air Force and our allies.

However, as an Army, and as a nation, we are moving into a future with a wider range of risks and uncertainties,

not only in the security of the nation but in domestic issues, such as the importance of national economic realities and thus the fiscal environment, in which the Army has to operate.

Therefore, we must continue to maintain a force capable of achieving its mission as defined by the security and domestic requirements of New Zealand.

At this point we turn to the 21st century and the way the Army intends to manage the challenges it will face, so it may continue its long and proud tradition of serving New Zealand.



THE FUTURE ARMY

INTO THE 21ST CENTURY AND BEYOND

As the 21st century approaches, the NZ Army will manage challenges through processes based on a foundation of themes. These themes combine to create a dynamic process of change management.

The Army Vision

This vision is not an end state or final goal, but rather it is an expression of the way the Army intends to conduct its tasks and activities into, and beyond, the 21st century.

Core Competencies

These are the characteristics in which it is fundamentally important the Army be proficient, so the Army may accomplish its goal - The Vision.



- Readiness
- Deployability
- Sustainability
- Interoperability
- Combat Viability

Central Characteristics and Warfighting Doctrine

These are central themes the Army has to perform and follow in order to achieve its strategic level core competencies.

Central characteristics:

- Versatile Operational Capability.
- Relevant Structure and Doctrine.
- Training and Education.
- Professional Leadership.
- Appropriate Equipment and Technology.
- Effective Resource Management Warfighting Doctrine.
- Light Infantry Orientation.
- Manoeuvre Warfare.
- Directive Control.

CORE COMPETENCIES

Readiness

Low level contingencies and the requirement to contribute to collective groupings could arise at short notice. Therefore, the Army's Regular Force elements will continue to be maintained at a high state of readiness.

Readiness is the ability of a formation, unit or a composite group, to assemble for a designated operational task or mission, within a prescribed time, and with the necessary equipment.

Such readiness encompasses the availability and assembly of personnel who are suitably trained and equipped with the necessary range of individual and unit weapons and other equipment.

Also required to maintain readiness are relevant ranges and quantities of stores, supplies and spare parts for a designated period and appropriate command, control, communications and intelligence arrangements and resources.

The Army continues to take every opportunity to practise and evaluate all the components of readiness as part of collective training activities. This will enable the Army to continue to maintain units at the high state of readiness required by the Government.

Deployability

New Zealand's geographic location and the nature of current and future operations, require a credible ability to

deploy into difficult and remote areas.

Deployability is the ability of a formation, unit, or designated composite group to be transported to a theatre of operation with the correct and necessary equipment and within an adequate period of time.

Deployability is based on the capacities of the strategic and tactical transport resources available to the Royal New Zealand Navy and Royal New Zealand Air Force. To maintain our deployability at the highest standard, the Army must train with these resources, such as the C-130 Hercules aircraft of the Royal New Zealand Air Force and the Military Sealift Ship, HMNZS CHARLES UPHAM, of the Royal New Zealand Navy.

Also for operational settings the ability to operate with like minded allies will remain a major issue. This range of credible deployment options gives the NZ Army the flexibility necessary to react rapidly to developing and unforeseen circumstances in a wide range of operational environments and places.

Sustainability

Sustainability is the capacity to support a deployed force for the duration of an operational commitment. The logistic support for an operation needs to be set against the likely type, intensity and duration of the operation.

As such, sustainability involves the ability to provide trained and ready reinforcement and replacement personnel and also the maintenance of the requisite equipment, material, stores, stock, and supply levels in a deployed force for the duration of its operational commitment.

Also, while some operations will only last for a short period, other operational situations - for example United Nations peacekeeping - may become protracted and demand extended commitments. Therefore the NZ Army sustainment will continue to mean a requirement to be able to rotate a deployed force on completion of its designated tour of duty and replace it with a similar force.





Interoperability

For the Army, interoperability means a capacity to effectively mesh its force elements with those of our allies and friends, and for the employment of those force elements to be compatible with allied practices, procedures and equipment.

The Army will continue to have a co-operative and positive approach to its role within the New Zealand Defence Force. The ability to operate in a combined or joint environment is critical to fulfilling New Zealand's defence strategy.

Interoperability with the Australian Defence Force (ADF) is a fundamental determinant of the Army's operational capabilities. Under the policy of Closer Defence Relations (CDR), units and sub units will be configured so they can be readily integrated with those of the Australian Army. This will achieve as great a degree of complementarity as is deemed nationally beneficial and appropriate.

Taking an active part in alliances, arrangements and activities such as the Five Power Defence Arrangement (FPDA) and the American British Canadian Australian (ABCA) Standardisation Programme, will continue to play an important part in New Zealand's involvement with our allies.

Combat viability

Combat viability is the operational capacity of a formation, unit, or designated composite group to successfully achieve its mission or task using existing, allocated resources and with the least danger to personnel.

Combat viability concerns the combat power and employability of a force. As such it is related to the:

- Operational environment in which a force may be deployed.
- Doctrine, tactics and joint procedures by which commanders use the operational capabilities of the force allocated to them.
- Capacity of a force to interoperate with the forces of other countries on a combined basis.
- Morale of a force - including the motivation and sense of purpose engendered by confidence in competent leadership.
- Capacity of a force to conduct command, control, communications and intelligence (C³I) functions.
- Capacity of a force's equipment to provide firepower, mobility and protection and other battlefield attributes to the level required by the operational environment.
- Ability of a force to achieve the necessary level of operational activity and to maintain that level to achieve its task.

- Capacity of logistic organisations to support operations.

Achieving these elements of combat viability requires:

- Officers with the capacity to lead and to serve as operationally competent commanders.
- Operationally competent junior leaders and effective senior non-commissioned officers and warrant officers able to supervise, co-ordinate, and administer.
- Soldiers trained to do their job.
- Well developed small group cohesion.
- A team approach - within units; between combat, combat support and combat service support components of the Army, and with the other two Services.

CENTRAL CHARACTERISTICS

Versatile Operational Capability

A major contributor to the Army's success has been its ability to adapt to different situations with ease. Although the Army may be limited in the numbers and ranges of equipment it has, its training and flexibility enable it to respond to a diverse range of tasks; from peace-keeping to participation in major conflicts such as the Gulf War.

The Army must continue to be able to group or regroup force elements in order to tailor for a particular contingency. The capacity to provide for reinforcements and the rotation of a force also requires a flexible approach to grouping.

The NZ Army does, and will continue to, place emphasis on the use of Territorial and Reserve forces. These non-regular personnel are vital to the formation and sustainment of any deployable force of brigade size, and for specialists skills such as medical procedures. Their expertise in a wide range of trades and skills gives the NZ Army additional capabilities to those on a day to day basis, thereby increasing versatility.

Relevant structure and doctrine

The Army has neither the personnel nor the firepower to become involved in battles of attrition, nor would the will of the New Zealand Government or people support an attrition approach. Strategic, operational and tactical goals must therefore be achieved by means other than by direct confrontation with the enemy.

The NZ Army must continue to be structured and have a doctrine which supports a non-attrition approach but still allowing it to operate in a manner that enables it to:

- Fulfil the requirements of the New Zealand Government.
- Provide a credible brigade group.
- Be flexible enough to undertake a wide spectrum of tasks.
- Be able to fit into a combined force with our allies with little or no adjustment to structure, doctrine or procedures.

Defence strategy in New Zealand is based on the principle that New Zealand needs to maintain credible minimum forces. The concept of the credible force is also an acknowledgement of national economic realities and the fiscal situation in which the New Zealand Defence Force must operate.

New Zealand's land forces do not need to maintain the full extent of capabilities found in larger armies; to do so would be neither appropriate nor supportable. To be credible, the structural and operational capabilities retained in the land forces will remain relevant to likely tasks and represent the professional capability to meet those tasks.



Training and education

The purpose of all Army training is to develop forces which achieve the operational tasks required of them at any time.

Training develops, maintains and improves the necessary levels of readiness, deployability, sustainability and combat viability, without which the Army cannot function effectively.

Training is the focus of effort in peacetime, for it is only through thorough and continuous professional training at all levels that the Army can be effective operationally.

Education is a continuous process; from enlistment to retirement, the professional soldier undergoes a progressive and continuous development. At each stage, he or she is learning the current job and preparing for the next. Professional military education comes from three levels; at formal educational and training units; in formations and units; and individually.

Formal courses will teach the soldier basic skills, but more importantly, must foster an ability to think and to exercise military judgement. Commanders consider the professional development of their subordinates as a principal responsibility.

NZ Army personnel also undertake a continuous programme of individual study in their own time. Self-study in the art and science of war is as important as maintaining physical fitness. In the rapidly changing world of which the Army is a part, there is a constant requirement for personnel to update themselves on technological, tactical and societal changes which will profoundly influence the way they do business.

Technology in particular is becoming more and more important on the modern battlefield, and it is crucial that users of equipment know how it works. This will allow them to extract the most from the equipment, as well as facilitating a better understanding of its employment.



Professional leadership

The Army is a professional service. To ensure success in all operations and other endeavours, professional standards are set at the highest level. A high degree of leadership is expected at all levels to overcome the stresses and demands of the operational environment.

The NZ Army demands professional competence from its leaders. The military profession is a thinking profession. Leaders have a thorough grounding in the theory and history of their profession, and are able to effectively apply the lessons learnt in a wide range of possible scenarios.

The NZ Army's light infantry manoeuvre warfare concept requires intelligent leaders with a talent for boldness and initiative down to the most junior level. Trust is an essential characteristic - trust in the ability of subordinates, and in the competence and support of seniors. Trust must be earned, and actions which undermine trust dealt with severely. Team spirit must be maintained at all levels, with every person aware of his or her job and how it affects the operational efficiency and effectiveness of the unit.

Much has been written on the subject of military leadership, and it is certainly not the intent here to repeat the basic principles of leadership. Through the decentralisation of command, the Army's command philosophy of Directive Control requires a higher degree of leadership training at lower levels than has previously been acknowledged. Junior commanders take the initiative, exercise independent judgement and act according to existing conditions.

Appropriate equipment and technology

The equipment used by the NZ Army must be consistent with its doctrine and tactics, and it must enhance its operational effectiveness, that is, it must enhance deployability, sustainability, readiness and/or combat viability.

It is unrealistic to expect that "state of the art" equipment will be procured for the NZ Army on a wide scale. For reasons of economy and fiscal sustainment, the Army has to be selective in the type and quantity of military technology it procures. "Off the shelf" technology is preferred, as the NZ Army lacks the capability to undertake significant research and development. In this respect, equipment should be proven and in service with ABCA or other like nations, before it is procured for New Zealand service.

The Army's operational capabilities revolve around what are known as Battlefield Functions. To remain capable of achieving its mission into the future the Army recognises the importance of equipping its forces to a technological level that will not only be seen as credible but also ensures interoperability with its allies. Battlefield Functions involve:

Command, Control, Communications and Information Systems

The Army has a fundamental requirement at all levels to establish durable and sustainable command and control systems. Integral to this system is the transmission of voice and data between all levels. Recognition of these needs means the Army will continue to work towards refining and improving its capabilities to remain credible in the modern operational environment.

Intelligence

Fundamental to successful operations is the acquisition of accurate information, processing of information and the timely circulation of the intelligence reports. The Army is currently reliant on combat and combat support elements providing the information, these being



supported by the means to co-ordinate and process the information into intelligence.

Improvements to the Army's battlefield intelligence collection capability are under review so the Army remains current.

Mobility and Counter Mobility

This capability requires methods of locating, identifying and overcoming both natural and man-made obstacles in all conditions, whilst retaining the ability to hinder the enemies' movement.

The Engineer Force elements that undertake this capability need modern equipment for successful mobility and counter mobility operations so friendly forces can apply combat power effectively.

Combat

Army combat forces have to be capable of 24 hour operations in all land environments. This requirement means combat elements have to be supplied with modern and effective equipment in order to:

- Be capable of positioning or repositioning relative to the enemy, to secure or retain positional advantage.
- Enter into combat with the enemy using direct fire or close combat against ground targets.
- Deny terrain to the enemy by occupation or through direct fire.

Indirect Fire Support

Indirect fire support is the use of indirect fire weapons such as artillery or air / naval gunfire support in support of combat forces.

To support the Army effectively the weaponry must remain both light enough to be deployable by the transport assets available as well as being able to achieve a



high level of lethality.

Air Defence

Air defence are measures designed to negate or reduce the effect of attack by hostile aircraft. The acquisition of this capability is currently under review by the Army.

Combat Service Support

Combat service support elements provide the logistic and administrative support required by combat and combat support forces. They consist of transport, medical, supply, repair and recovery, operational welfare and administrative units.

They also provide the sustainment of equipment and stocks for a deployed force. As such they must have the equipment, transport and stores available in order to anticipate and meet all the requirements of the deployed force.

Effective Resource Management

The Army acknowledges the national economic realities and thus the financial situation in which it has to operate. Effectiveness is measured by relating results or outcomes to objectives and the resources employed. As a consequence, the need for prudent management of personnel, equip-

ment, material and funding resources is a fundamental requirement to the continued maintenance of a viable modern army.

Streamlined, innovative and non-traditional management practices will ensure continuous improvement in resource management and the elimination of waste. Systems such as the Army Activity Management System and the Defence Planning System will continue to play a role of increasing importance in Army Resource Management.

Recruitment and personnel management are essential to ensure there are sufficient highly trained personnel to mount and sustain operations within the allocated response times. Good management of personnel at all levels also aids in the maintenance of high morale and fosters *esprit de corps*. Existing personnel policies, including those for the management of civilian staff, recognise these realities.

The adoption of other personnel policies, in concert with trends in society, extends the Army's policy of developing personnel for their own, and the Services' benefit. As such, the Army has embraced the principles of Equal Employment Opportunities to foster positive commitment on the part of commanders, managers and employees alike, to equality of employment opportunities within the Army's civilian staff.

WARFIGHTING DOCTRINE

In the context of the tasks identified in the Defence White Paper, DONZ91, the NZ Army could be employed in a war environment to meet threats against New Zealand's territorial integrity and sovereignty, when conducting conventional operations for regional security (e.g. the defence of Australia) or, as part of a collective force, in restoring international peace and security.

If deterrence fails, or an aggressor acts unexpectedly, there may be no alternative but to engage an enemy in conventional operations. Such operations may be limited to a specific adversary or region, or be more general and involve armed conflict with possibly the total resources of the belligerents being involved.

To meet the requirement for combat forces within the existing strategic situation, the NZ Army will continue to maintain and refine the following force structure into the next century:

- A flexible range of forces, held at a high state of readiness, from which the Government could select a contribution to a combined, coalition or collective force, for example a United Nations peace support mission. These forces also remain able to contribute to civil defence tasks, both within New Zealand and the South Pacific.
- A readily deployable, Regular Force, light infantry orientated battalion group which is able to respond, either wholly or in part, at short notice, to lower level contingencies or is able to serve as a New Zealand contribution to an allied force.
- A light infantry orientated brigade group available, given a longer period of warning, to protect against more direct threats should they arise. This formation level capability includes both Regular and Territorial Force personnel.

Its operational focus is, and will continue to be, based on:

"Manoeuvre warfare by light infantry orientated forces within the framework of directive control."

This doctrine contrasts with previous

perceptions that the Army would be involved in conventional positional and attritional warfare, alongside more heavily equipped allies. The change does not preclude NZ Army involvement in higher intensity conventional operations; it does, however, limit the extent of the roles the Army can undertake in such operations.

Light infantry orientation

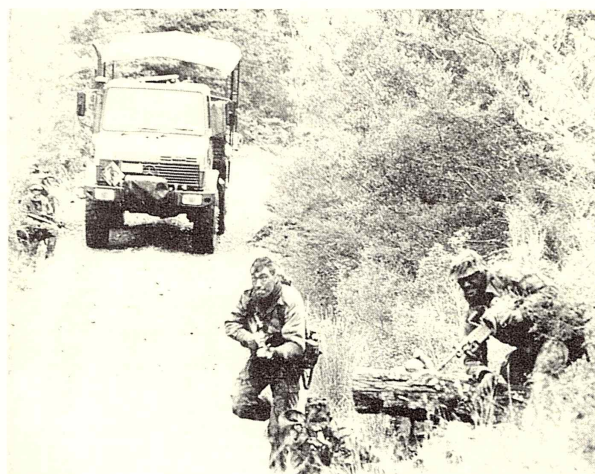
The NZ Army is an infantry based organisation. The principles of interoperability, deployability, readiness and combat viability support this overall operational orientation. Based on this orientation, the NZ Army's mission is:

"To provide an operationally prepared light infantry orientated force in order to be capable of contributing to New Zealand security objectives."

The NZ Army's light infantry orientation encapsulates the structure, organisation, equipment, attitude and tactical style of the force. The key characteristics of a light infantry orientated force are:

- An ability to deploy by sea and air.
- Self reliance and resourcefulness.
- The versatility to be able to adapt quickly to different environments or types of operations, either operating independently or in conjunction with larger allied forces.

A light infantry orientated force is, in



fact, a combined arms force which incorporates all functional areas so it is combat viable. New Zealand infantry will generally require heavier supplementary assets, such as armour, anti-armour and artillery, to suppress and disrupt enemy forces whilst they manoeuvre. Moreover, combat elements will utilise equipment such as Armoured Personnel Carriers and helicopters, in certain operational environments, to enable them to manoeuvre with a degree of protection or enhanced speed.

A light infantry orientation does restrict the roles and tasks which can be assigned to the NZ Army in conventional operations. Other than in the direct defence of New Zealand, such roles and tasks will not require New Zealand land forces to face the full brunt of a heavy mechanised enemy in set piece battles, in a war of an attritional nature.

This involves commanders focusing on the enemy rather than ground and physical objectives. Success will be achieved by identifying the enemy's critical vulnerabilities and exploiting them, by taking an unexpected line, both in time and terrain, in order to defeat him.

Manoeuvre warfare

Fundamental to the Army's operations is the requirement for forces that are prepared for, and able to deal with, the operational tasks which may be required at any time. Current defence strategy dictates the New Zealand Defence Force should be capable of independent operations to deter and defend against threats to New Zealand, and to meet contingencies in the South Pacific. Threats to New Zealand, Australia, the South Pacific, Southeast Asia and our global interests will also require New Zealand participation in regional, alliance and collective security arrangements.

Accordingly, the NZ Army has developed an operational focus which encourages commanders to develop the necessary initiative and flexibility to act independently and appropriately in different tactical situations.



The doctrinal approach of Manoeuvre Warfare offers the best philosophy to achieve these goals.

Manoeuvre Warfare is concerned with the concepts of agility, surprise, the acceptance of risk and the use of well practised drills and standard operating procedures. Manoeuvre Warfare is defined as:

“Operations which balance manoeuvre and attrition to attack enemy vulnerabilities, denying him the ability to exploit his strengths and induce in his mind and forces total collapse.”

Manoeuvre Warfare is by no means new. It has been practised and refined over the centuries to meet the needs of different nations, armies and generals and is not confined to any particular type of operation or level of command. An edge in initiative rests, in most cases, on the key elements of Manoeuvre Warfare - agility, surprise and innovation.

The intent of Manoeuvre Warfare is to make the enemy incapable of resisting the attainment of tactical, operational and strategic goals, by destroying his morale and physical cohesion rather than by the destruction of his forces.

The objective is to create conditions in which the enemy cannot function. The enemy's ability to operate should deteriorate in such a manner that with each of our actions his reactions become more and more inappropriate, until eventually he is overcome by events and cannot respond at all.



Directive Control

To aid in generating the agility necessary in Manoeuvre Warfare, the NZ Army has adopted a command philosophy known as Directive Control.

This involves decentralised command and so emphasises initiative and decisive action by commanders at all levels. Similarly the independent nature and innate quality of initiative possessed by the New Zealand soldier suits this approach.

The technique of Directive Control has a number of inherent requirements.

Firstly, it emphasises implicit trust between superiors and subordinates. This trust is developed by effective leadership at all levels, the training of subordinate commanders by their immediate superiors and the conduct of intensive, realistic training for units and formations.

Secondly, all commanders have to accept responsibility and use initiative. This requires training which encourages independence of action while ne-

gating the fear of making mistakes and the possibility of reprimand.

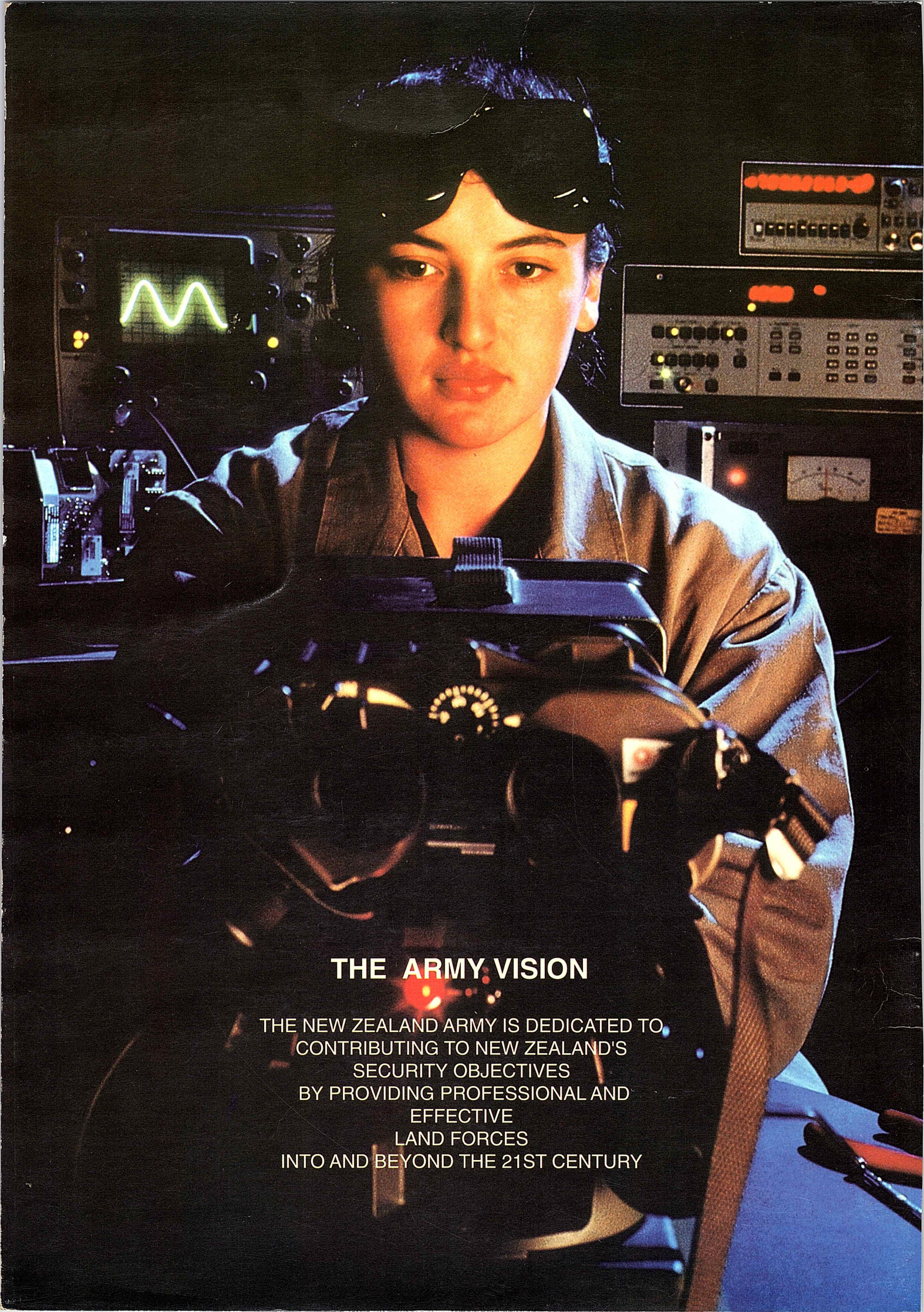
Thirdly, subordinates are given the freedom to act. All direction given to subordinates is actually to be viewed as constraints to action. Orders contain only the commander's intent, essential tasks, and necessary co-ordination.

Finally, commanders provide subordinates with adequate resources. Equally, tasks should be realistic within the resources allocated. Commanders are therefore aware of the resources available to subordinates and have a realistic understanding of the battle-worthiness of those resources at any stage.

Underlying the Army's operational focus is the need for the Army, as part of the New Zealand Defence Force, to be ready to fight and win, in order to achieve its mission to protect the sovereignty and well-being of New Zealand.

The NZ Army continues to train and develop in order to carry out this prime function as well as other tasks required of it.

NOTES

A woman in a military uniform is shown from the chest up, looking directly at the camera. She is wearing a dark beret and a light-colored uniform jacket. She is holding a large, dark, rectangular electronic device with both hands. The device has a circular dial and several buttons. In the background, there are various electronic equipment racks. One rack on the left has a glowing green sine wave on its screen. Another rack on the right has several red indicator lights and a control panel with many buttons and switches. The overall lighting is dim, with the primary light source coming from the equipment's displays and the woman's face.

THE ARMY VISION

THE NEW ZEALAND ARMY IS DEDICATED TO
CONTRIBUTING TO NEW ZEALAND'S
SECURITY OBJECTIVES
BY PROVIDING PROFESSIONAL AND
EFFECTIVE
LAND FORCES
INTO AND BEYOND THE 21ST CENTURY